



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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August 10, 2010

TO: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: William T Fujioka
Chief Executive Officer

Wendy L. Watanabe
Auditor-Controller

**SUBJECT: REPORT ON PROBATION DEPARTMENT'S USE OF \$79 MILLION
FOR DEPARTMENT OF JUSTICE SETTLEMENT AND PROGRAM
ENHANCEMENTS, AND STATUS ON PROBATION STAFF
ACCOUNTABILITY AND COUNTYWIDE ITEM CONTROL (Board
Agenda Item 12, June 7, 2010 Budget Deliberations)**

During the June 7, 2010 Budget Deliberations, your Board requested information from the Probation Department (Probation) and the Chief Executive Office (CEO) on how the \$79 million allocated to Probation over multiple fiscal years had been spent to date. Your Board allocated part of the \$79 million to allow Probation to comply with a Department of Justice (DOJ) settlement agreement in correcting a number of deficiencies identified by the DOJ. The other part of the \$79 million was allocated to Probation for various program enhancements. Your Board further instructed the following:

1. The Auditor-Controller (A-C) to participate in the financial review of how the \$79 million has been spent;
2. The CEO to provide an update of the eCAPS system as it relates to Countywide Item Control, including protocols currently in place. Also, the CEO to provide a monthly report through September 2010; and
3. The CEO and A-C to provide a status of Probation's financial review.

SUMMARY OF ANALYSIS

\$79 Million Allocation to Probation

The Board of Supervisors approved a total of \$79 million in additional funding to Probation over multiple fiscal years. According to the CEO's budget documentation, approximately \$42.1 million was allocated for DOJ-related expenditures as follows:

DOJ-Related Allocation

Salary and Employee Benefits (S&EB) – 477 Positions	\$27.4 million
Services and Supplies (S&S)	\$14.7 million
Total	\$42.1 million

Additionally, approximately \$36.9 million was allocated, as follows, for Non DOJ-related Program Enhancements to allow Probation to proactively redesign its camp operations, restructure Probation's management, provide security at the juvenile halls and reduce caseloads:

Non DOJ-Related (Program Enhancements) Allocation

Salary and Employee Benefits (S&EB) – 424 Positions	\$29.9 million
Services and Supplies (S&S)	\$ 7.0 million
Total	\$36.9 million

The A-C cannot conclusively determine the exact number of staff hired from the \$79 million allocation because the new hires were comingled with other personnel actions such as backfills and/or terminations. The Department also did not differentiate the positions hired for DOJ versus Non DOJ-related program enhancements when certain personnel items (e.g., Group Supervisor, Nights (GSN), Custodian, etc.) were allocated for both purposes. Additionally, some of the changes date back six years, and there are no reliable Department records to support these actions (such as an Item Control). As a result, the A-C could not conclude that Probation spent the Board-directed funding for **only** the additional DOJ or Non DOJ-related Program Enhancement staff, as intended.

The A-C's analysis showed that, between FYs 2004-05 and 2008-09, Probation spent approximately \$82.4 million, as a whole, to hire additional DOJ and Non DOJ-related Program Enhancement staff **and** to backfill the existing positions from normal attrition. The use of \$82.4 million included an unknown portion of the \$79 million, **along** with funding from Probation's existing budget allocation. Probation's annual overall S&EB budget is \$551 million and the A-C believes that part of the existing budget was used to hire positions for the DOJ-related and Non DOJ-related Program Enhancements.

The A-C's analysis further showed that there is a net increase in the DOJ and Non DOJ-related Program Enhancement staff count by 896, which is just a few positions short of the 901 allocated. This is an indication that Probation did take action to provide the staff required by the DOJ (477 positions) and as instructed by your Board for non DOJ-related Program Enhancements (424 positions). According to Probation and the CEO,

the Department has met all DOJ requirements, including the need for additional staffing in the three Probation Halls.

As to the \$21.7 million intended for DOJ and Non DOJ-related Program Enhancement S&S, the A-C determined that Probation only spent approximately \$6.7 million. Probation did not spend all of the S&S funds when allocated due to a number of reasons, including delays in finalizing agreements/contracts with service providers and the service providers' difficulty in hiring necessary positions.

In accordance with County budgeting practice, any unspent funds from S&EB or S&S would either be used to pay for other operating expenditures, to offset budget deficits, to carry-over within Probation's budget allocation into the following FY, to reduce Probation's budgeted Net County Cost, or to return to County General Fund. The A-C does not believe the unused funds were taken from the County by fraud or other means.

Item Control/Staff Accountability

Based on your Board's concerns over Probation's staff accountability and the lack of an accurate Position/Item Control, the A-C staff, with the assistance of 22 other County departments (a total of 145 staff members), began an employee interview process at Probation on June 28, 2010 to ensure all staff are bona fide employees.

Thus far, the A-C has interviewed 5,305 (89%) of the 5,984 Probation employees. The A-C will continue to follow up on the remaining 679 employees and complete their review of all 5,984 employees. The A-C anticipates completing their review and reporting back to your Board with the results by September 15, 2010.

Additionally, the A-C will provide their results to DHR and Probation, so they can update their employee Item Control and other related records. DHR and Probation will report back to your Board separately when their effort is complete.

eCAPS Item Control

The Countywide eCAPS Position/Item Control module is part of the overall electronic Human Resources (eHR) module. It is being implemented by the A-C in conjunction with the CEO and DHR. We expect the full implementation of Countywide eHR module, including the Position/Item Control in January 2012. On July 9, 2010, the CEO issued a memo to all departments to discuss the County effort in implementing standard Item Control using eCAPS, see Attachment A.

Status of Probation's Financial Review

On June 7, 2010, a joint Board memo, signed by the CEO, A-C and Chief Probation Officer, titled *Probation Department Comprehensive Fiscal Review (Item 17, Agenda of March 23, 2010)*, was submitted to your Board and provided the financial review of Probation.

REVIEW DETAILS

Use of \$79 Million from the DOJ Settlement and Non DOJ Program Enhancements

In December 2003, the federal Department of Justice (DOJ) completed an investigation of Probation's juvenile halls, which identified a number of deficiencies. In August 2004, the County entered into a settlement agreement with the DOJ requiring the County to correct the deficiencies. Between FYs 2004-05 to 2007-08, your Board allocated a total of \$42.1 million to Probation for DOJ-related staff and S&S. Additionally, your Board allocated approximately \$36.9 million to allow Probation to proactively redesign its camp operations, restructure Probation's management, provide security at the juvenile halls and reduce caseloads.

In April 2010, the Board instructed the CEO and Probation to report back on the use of \$79 million. During the June 7, 2010 Budget Deliberations, your Board requested related information from the Probation and the CEO. Your Board further instructed the A-C to participate in the financial review of how the \$79 million was spent. The following are the results of A-C's review.

The following illustrates how the \$79 million was allocated to allow Probation to add staff and increase S&S to correct the deficiencies identified by DOJ, and to allow Probation to proactively redesign its camp operations, restructure Probation's management, provide security at the juvenile halls and reduce caseloads.

Funding and Approved Positions for DOJ-Related Issues

Funding Purpose	S& EB Funding	S&S Funding	S&S Item Description	Funding Total
DOJ-Related (477 Positions)	\$27,422,000	\$7,669,000 5,118,000 944,000 400,000 570,000	- Electronic Medical Record - DMH/DHS Services - DMH – DOJ Training - Substance Abuse Prevention – Halls - Neurobehavioral Screening Program	\$42,123,000
477 Total Positions	\$27,422,000	\$14,701,000		\$42,123,000

Funding and Approved Positions for Non DOJ-Related Issues (Program Enhancements)

Funding Purpose	S& EB Funding	S&S Funding	S&S Item Description	Funding Total
Camp Redesign (203 Positions)	\$13,001,000	400,000	- Camps Substance Abuse Treatment	\$13,401,000
Management Restructure (154 Positions)	\$11,946,000	\$3,195,000	- Work Space	\$15,141,000
Security Services		\$3,400,000	- Security Services	\$3,400,000
Caseload Reductions (67 Positions)	\$4,966,000			\$4,966,000
424 Total Positions	\$29,913,000	\$6,995,000		\$36,908,000

Grand Total for DOJ and Non DOJ-Related Funding

901 Total Positions	\$57,335,000	\$21,696,000		\$79,031,000
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Salaries and Employee Benefits

As noted above, approximately \$57.3 million of the \$79 million was intended to pay for salaries and employee benefits (S&EB) for 901 additional positions. To determine whether Probation hired the designated additional staff, the A-C worked with the CEO and Probation to identify the types of DOJ and Non DOJ-related Program Enhancements personnel items (e.g., Detention Services Officers; Group Supervisors, Night; Program Analysts; etc.) that were hired, see Attachment B.

The A-C also reviewed and analyzed the Countywide Timekeeping and Payroll Personnel System (CWTAPPS) and Countywide Payroll System (CWPAY) transactions, between FYs 2004-05 and 2008-09, for all new hire or transfer-in, as well as terminated or transfer-out employees for these positions, see below.

Probation Item Counts – DOJ-Related and Non DOJ-Related (Program Enhancements) Positions

Fiscal Years	04-05	05-06	06-07	07-08	08-09	Total	Net (1)
Beginning Count	4,455	4,431	4,713	4,766	5,126	N/A	
Ins (Hires, Rehires, and Transfers) (1)	189	636	449	806	518	2,598	
Outs (1) (Termination/Transfers)	(213)	(354)	(396)	(446)	(293)	(1,702)	
End of Fiscal Year Count	4,431	4,713	4,766	5,126	5,351	N/A	896

(1) Total incoming employees less outgoing employees: 2,598 – 1,702 = 896 net additional staff.

The A-C's analysis showed that Probation hired a total of 2,598 DOJ and Non DOJ-related Program Enhancement positions from FYs 2004-05 to 2008-09. During the same FYs, 1,702 DOJ and Non DOJ-related Program Enhancement employees had terminated their services due to normal attrition, including retirement or transfer out to other County departments. These personnel transactions resulted in a net gain of 896 DOJ and Non DOJ-related Program Enhancement positions, which are just a few positions short of the 901 allocated. This is an indication that Probation did take action to provide the staff required by the DOJ (477 positions) and as instructed by your Board for Non DOJ-related Program Enhancements (424 positions). According to Probation and the CEO, the Department has met all DOJ requirements, including the need for additional staffing in the three Probation Halls.

The A-C cannot conclusively determine the exact number of staff hired from the \$79 million allocation because the new hires were comingled with other personnel actions such as backfills and/or terminations. The Department also did not differentiate the

positions hired for DOJ versus Non DOJ-related Program Enhancements when certain personnel items (e.g., Group Supervisor, Nights (GSN), Custodian, etc.) were allocated for both purposes. Additionally, some of the changes date back six years, and there are no reliable Department records to support these actions (such as an Item Control). As a result, the A-C could not conclude that Probation spent the Board-directed funding for only the additional DOJ or Non DOJ-related Program Enhancements staff, as intended.

The A-C's analysis showed that, between FYs 2004-05 and 2008-09, Probation spent, as a whole, approximately \$82.4 million (\$53.9 million in salaries and \$28.5 million in employee benefits) to hire additional DOJ and Non DOJ-related Program Enhancement staff and to backfill the existing positions from normal attrition. The use of \$82.4 million included an unknown portion of the \$79 million, along with funding from Probation's existing budget allocation. Probation's annual overall S&EB budget is \$551 million and the A-C believes that part of the existing budget was used to hire the DOJ and Non DOJ-related Program Enhancement positions.

The use of \$82.4 million is more than the \$57.3 million allocated by your Board. The following illustrates the allocated S&EB funding compared to actual spending:

	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	Total
Allocated S&EB	\$4.9 M	\$14.2 M	\$28.6 M	\$ 9.6 M		\$57.3 M
Actual S&EB	\$3.6 M	\$19.2 M	\$12.8 M	\$25.6 M	\$21.2 M	\$82.4 M

From an overall budgeting perspective, the A-C confirmed that any funds that Probation did not use for DOJ-related or Non DOJ-related Program Enhancement issues were either used to fund other operating expenditures, to offset budget deficits, to carry-over within Probation's budget allocation into the following FY, to reduce Probation's budgeted Net County Cost, or to return to County General Fund, as a standard County budgeting practice.

The A-C confirmed that between FYs 2004-05 to 2008-09, Probation's Net County Cost Variance Report (year-end report on budget versus actual financial performance) showed surpluses in four of the five FYs (\$5.6 million, \$10.6 million, \$21.9 million, \$13.7 million and -\$5.9 million). The A-C does not believe any unused funds were taken from the County by fraud or other means.

Services and Supplies

As mentioned earlier, approximately \$21.7 million of the \$79 million was intended to pay for services and supplies enhancements. The table below summarizes the areas the enhancements were planned, the amount allocated for the enhancements and the actual expenditures:

DOJ-Related Services and Supplies Detail

Fiscal Year	DOJ Settlement Agreement	Foot Notes	Budget	Spent	Saving/(Deficit)
05-06	DMH/DHS Services		\$ 5,118,000	\$ 3,268,055	\$ 1,849,945
06-07	DMH - DOJ Training		944,000	0	944,000
	Substance Abuse Prevention (Although Probation did not spend the allocated funding of \$400,000 in FY 06-07 due to Program delays, the Department did spend the Substance Abuse Prevention funding in subsequent fiscal years.)		400,000	0	400,000
07-08	Electronic Medical Record Hardware/ Upgrade	(1) (2)	6,500,000	500,000	6,000,000
	Electronic Medical Record Operating Costs		1,169,000	0	1,169,000
	Screening Program		570,000	0	570,000
Totals			\$ 14,701,000	\$ 3,768,055	\$ 10,932,945

Non DOJ-Related (Program Enhancements) Services and Supplies Detail

Fiscal Year	DOJ Settlement Agreement	Foot Notes	Budget	Spent	Saving/(Deficit)
06-07	Substance Abuse Treatment		400,000	0	400,000
07-08	Office Refurbishment	(1)	2,495,000	0	2,495,000
	Office Space		700,000	0	700,000
	Security Agreement		3,400,000	2,902,224	497,776
Totals			\$ 6,995,000	\$ 2,902,224	\$ 4,092,776
Grand Total for DOJ and NON-DOJ			\$ 21,696,000	\$ 6,670,279	\$ 15,025,721

Footnotes: (1) One-time funding. (2) In FY 07-08, the \$6 million was not spent and carried over to FY 08-09. The CEO indicated that, in FY 08-09, Probation used the \$6 million appropriated for the Electronic Medical Record System (System) to reduce the Probation's budget deficit. The CEO also indicated for FY 09-10, the Board approved another \$6 million for the System, which was later put in a Provisional Financing Uses Account.

As indicated in the table above, Probation only spent \$6.7 million of the \$21.7 million that was allocated for S&S for DOJ and Non DOJ-related Program Enhancement issues. Probation did not spend all of the S&S funds when allocated due to a number of reasons, including delays in finalizing agreements/contracts with service providers and the service providers' difficulty in hiring necessary positions. The A-C estimates that approximately \$10.5 million of the unused funds were used for other S&S needs, and approximately \$4.5 million was returned to the County General Fund.

As mentioned earlier, the A-C confirmed that between FYs 2004-05 to 2008-09, Probation's Net County Cost Variance Report (year-end report on budget versus actual

financial performance) showed surpluses on four of the five FYs. The A-C does not believe the unused funds were taken from the County by fraud or other means.

During the June 7, 2010 Budget Deliberation, your Board also indicated concerns over Probation's overall contract and vendor spending practices. Specifically, your Board would like to know whether the contractors are performing at the level expected and delivering services based on contractual agreements. As this topic covers wider range than the \$79 million analysis, the A-C will review and report back to your Board at a later date.

Item Control/Staff Accountability

One of the other major concerns indicated by your Board was the lack of an accurate and effective Item Control and poor employee accountability at Probation. In response to those concerns, DHR conducted a payoff review, an unannounced process to test the validity of employees when they receive their paystubs, at Probation's Downey headquarters. The payoff disclosed that 146 (25%) of the 581 employees who were recorded on Probation's Item Control as working at Downey did not actually work there.

While DHR did not conclude that this 25% error rate represents potential "ghost positions", and further reconciliation is currently underway by DHR and Probation, it reinforced concerns over possible lack of employee accountability.

To address these issues, DHR and Probation worked together to first clean up and update Probation's existing pay locations and staff work location records within CWTAPPS. This extensive clean up effort by DHR and Probation provided the A-C with a more accurate list to begin the employee verification process.

On June 28, 2010, the A-C staff, with the assistance of 22 other County departments (a total of 145 staff members), began an employee interview process at Probation's 54 work locations throughout the County, some of which operate three shifts a day, to ensure all staff are bona fide employees.

As of July 9, 2010, the teams have interviewed 5,305 (89%) of the 5,984 Probation employees. Thus far, the A-C has noted that some employees are still working in different locations than indicated on the list. In addition, approximately 400 employees are currently on industrial accident or long-term leaves that the A-C has not yet verified. The A-C also noted that a large percentage of employees in one work unit was telecommuting and reported this practice to Probation management, so that they can determine whether appropriate telecommuting agreements are in place.

The A-C will continue to follow up on the remaining 679 employees and will complete their verification and reconciliation of all 5,984 employees. The A-C anticipates completing their review and reporting back to your Board with a result by September 15, 2010.

Additionally, the A-C will provide their results to DHR and Probation for their review, so they can update their employee Item Control and other related records. DHR and Probation will report back to your Board separately when their effort is complete.

eCAPS Item Control

The Countywide eCAPS Position/Item Control module is part of the overall electronic Human Resources (eHR) module. It is being implemented by the A-C in conjunction with the CEO and DHR. We expect the full implementation of Countywide eHR module, including the Position/Item Control in January 2012.

On July 9, 2010, the CEO issued a memo to all departments to discuss the County effort in implementing standard Item Control using eCAPS. On a monthly basis, the A-C's eCAPS/eHR Project Team provides an implementation status update at the Operations Cluster Meeting. Additionally, the Project Team also provided routine briefings to members of the Audit Committee and Board Budget Deputies.

The A-C met with the CEO and Probation on July 14, 2010 and they are in general agreement with A-C's findings. Please call us if you have any questions, or your staff may contact Jim Schneiderman at (213) 253-0101 or Jackie White at (213) 893-2374.

WLW:MMO:JLS

c: Donald H. Blevins, Chief Probation Officer
Lisa Garrett, Director of Personnel
Audit Committee
Public Information Office



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
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(213) 974-1101
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July 9, 2010

To: All Department Heads

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

eHR POSITION CONTROL CONVERSION READINESS

The Position Control module of the Advantage Human Resources Management (eHR) application will be implemented in January, 2012. Although this date may seem far in the future, the Fiscal Year (FY) 2011-12 Proposed Budget, presented to the Board in April 2011, must contain all the required data for the January 2012 implementation deadline. This is a countywide application that will require your department to comply with County policies and procedures governing item control. In preparation for this conversion, the Chief Executive Office (Office), beginning with the 2008-09 Departmental Budget Instructions, instructed all departments to carefully review their item controls and correct any situations that were out of compliance.

In our most recent communication to departments, dated October 15, 2009 (attached), we instructed all departments to submit their detailed item control, identify those situations that were not in compliance, and submit their proposed resolutions with timeframes. Office staff worked with each of your departments to ensure that your item control reconciles, by item and sub-letter, to the 2009-10 Final Adopted Budget, and that positions are allocated to the lowest organizational level (unit). The Office has also conducted an initial review of each department's item control and met with many departments to provide guidance and assistance.

In our initial review of the departments' item controls, we have encountered the following situations which are not in compliance:

- Employees not sitting against an ordinated position. A full ordinance position is required for each employee. This includes all part-time, temporary, and/or recurrent employees, retirees, employees on secondary assignments, and all employees on industrial accident/workers' compensation or long-term leave. Departments should not request additional ordinance authority for overhires.

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All Departments Heads
July 9, 2010
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- Loan/borrow situations should be resolved by the end of each fiscal year or requested to be permanently allocated to the new unit during the budget process.
- Budgeted and/or ordinated positions "pooled" in a centralized unit. Positions should be assigned to the unit to that they were originally allocated.
- Employees not reflected on the departments' item control. All employees must be reflected on the item control. This includes all part-time, temporary, and/or recurrent employees, retirees, employees on secondary assignments, and all employees on industrial accident/workers' compensation or long-term leave.
- Incumbents sitting against a lower budgeted item.
- Incumbents sitting against an "unlike" item (e.g., an Accountant sitting against a Nursing item). See Classification Plan Schedule A – Group level for "like" items.
- Overhire situations (i.e., an incumbent that does not have a corresponding budgeted position).
- "Freeze to Create" situations (i.e., freezing a budgeted position to create a non-budgeted item).

In August 2010, this Office will be requesting updates to your item controls to verify that they are now in full compliance. If they are not, your department will be required to submit a corrective action plan to bring them into full compliance. I want to emphasize the importance of this effort; departments must dedicate the staff necessary to resolve their item control issues promptly. Issues that need to be resolved through the budget process should be included in the FY 2010-11 Supplemental Budget Request (mid-August 2010) or, at the latest, the FY 2011-12 Proposed Budget Request (January 2011). This effort is critical to ensure a smooth transition to the eHR Position Control module.

Thank you for your continued support of the eHR Project. If you have any questions or need assistance, please let me know or your staff may contact Angela Schiller at (626) 293-1171.

WTF:SK:CA
AS:yjf

Attachment

c: Board of Supervisors
Administrative Deputies



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

October 15, 2009

To: All Department Heads

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

REVIEW OF DEPARTMENTAL ITEM CONTROLS

As you may know, over the next couple of years the County will be implementing the Advantage Human Resources Management application (eHR) which will replace both the County's payroll application (CWPAY) and time and attendance application (CWTAPPS). As part of this implementation, the Position (Item) Control module will also be implemented and will interface directly with the eCAPS Budget Preparation System. Currently, departments' item controls may not be in full compliance with appropriate policy and procedure; the new system will ensure such compliance. Therefore, we are requesting departments to conduct a detailed review of their item controls, complete the attached spreadsheet, and identify those situations which are currently not in compliance along with proposed resolutions. Our office is also available to assist departments in resolving these situations.

The following are examples of situations which are not in compliance:

- Incumbents sitting against a lower budgeted item;
- Incumbents sitting against an "unlike" item (e.g., an Accountant sitting against a Nursing item) see *Classification Plan Schedule A – Group Level for "like" items*;
- Overhire situations (i.e., an incumbent that does not have a corresponding budgeted position);
- Freeze to Create situations (i.e. freezing a budgeted position to create a non-budgeted item); and
- Long-term loan/borrow situations.

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All Department Heads
October 15, 2009
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Please submit the completed spreadsheet via email to Angela Schiller at aschiller@ceo.lacounty.gov and to your CEO budget analyst by **Friday, November 20, 2009**. If you have any questions or need any assistance, please let me know or your staff may contact Ms. Schiller at (626) 293-1171. This effort will help ensure a smooth transition to the new eHR Position Control application. Thank you for your assistance in this matter.

WTF:SH:SK
EC:AS:yf

Attachment

c: Deputy Chief Executive Officers
Administrative Deputies
Budget Officers
CEO Budget Analyst
CEO Managers
Personnel Officers

Position.control.m

Probation Department - Positions Hired Using \$79 Million DOJ-Related Funding						Attachment B	
Item Desc	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	Grand Total	
ADMINISTRATIVE INVESTIGATOR, PROB					2	2	
CUSTODIAN			5	21	3	29	
DEPARTMENTAL PERSONNEL ASSISTANT			2	1		3	
DEPARTMENTAL PERSONNEL TECHNICIAN			1	2	3	11	
DEPUTY PROBATION OFFICER II, FIELD	3	2	14	5	6	42	
DETENTION SERVICES OFFICER	10	7	238	452	336	1515	
DPY PROB OFCR II, RESIDENT TREAT/DETENTION SVCS	73	416	12	13	4	43	
DPY PROB OFFCR I, RESIDENT TREAT/DETENTION SVCS	6	8	18	41	3	112	
FINANCIAL EVALUATOR	4	50	6	4	2	26	
GROUP SUPERVISOR, NIGHTS, PROBATION	32	10	57	120	110	363	
INFORMATION SYSTEMS ANALYST I	1	4	3	1		9	
INFORMATION SYSTEMS ANALYST II	2			3		5	
INTERMEDIATE TYPIST-CLERK	50	69	65	108	26	318	
LAUNDRY WORKER				3	5	8	
LIGHT VEHICLE DRIVER	1			5	1	7	
PAYROLL CLERK II			1	1	1	3	
PRINCIPAL APPLICATION DEVELOPER				1	1	2	
PROBATION DIRECTOR			1	1		7	
PROGRAM ANALYST, PROBATION	3	5	6	13	7	38	
SECRETARY II		1	3	4	4	12	
SECRETARY III	1	2	5	1		9	
SENIOR DEPARTMENTAL PERSONNEL ASST	1		3	2		6	
SENIOR DEPARTMENTAL PERSONNEL TECH		3	1	1	1	6	
SENIOR DETENTION SERVICES OFFICER	1	2	2		1	6	
SENIOR INFORMATION SYSTEMS ANALYST		1	1	2	1	5	
SENIOR SECRETARY III		1				1	
SUPERVISING PROGRAM ANALYST, PROB			1	1		2	
SUPVG DEPUTY PROBATION OFFICER		2			1	3	
SUPVG DETENTION SERVICES OFFICER	1					1	
TRANSPORTATION DEPUTY, PROBATION			4			4	
Grand Total	189	636	449	806	518	2598	